

Report of the Secretary of Transportation  
Accomplishments and Initiatives

May 3, 2004

# I. Accomplishments

- **Rebuilt the senior management team at VDOT**
  - Appointed a new VDOT Commissioner after a nationwide search
  - Eliminated an entire layer of management within the VDOT central office
  - Decentralized the authority and accountability to the nine VDOT district administrators
- **Developed a more credible and realistic six-year program**
  - Developed realistic revenue and cost estimates
  - Adopted policy goals to “drive” six-year process, including a strong commitment to multimodal solutions
  - Achieved complete transparency through Web access
  - Developed first-ever six-year program for public transit
- **Institutionalized accountability and quantification at VDOT**
  - Emergency cash flow procedures at VDOT averted financial crisis.
  - Online Dashboard – “On Time (41%) – On Budget (71%)”
  - Online Six-Year Program
  - Online cost estimating system
  - Auditor of Public Accounts (75 recommendations in all)
  - Route 58 audit
  - Maintenance program audit and review
  - Designated project managers for major projects
  - Required written financial plans for projects over \$100 million
  - Local street maintenance accountability and performance measures
- **Formalized Commonwealth Transportation Board (CTB) policy goals through CTB actions, legislation and budget process**
  - Maintenance first, including flexibility of construction and maintenance funds at local level
  - Formal debt management policy
  - Highway Safety Corridors
  - Bridge repair/replacement
  - Highway/transit funding flexibility for multimodal solutions
  - Bicycle and Pedestrian Policy
  - Rural Rustic Roads Program
- **Created a senior advisor to the Governor exclusively for federal transportation reauthorization**

- **Enhanced transportation security**
  - Secured proper funding for a division of Transportation Security within VDOT
  - Set aside funds within the Department of Aviation for a voluntary security certification program for airports not subject to federal regulation - anticipate 21 of 58 general aviation airports will be certified by June 30, 2004
  - Secured \$9.3 million in federal seaport security grants to enhance security at the Port of Virginia
- **Supported enhanced transportation safety**
  - Implemented legislative initiatives to improve transportation safety that included: safety corridors with increased fines, enhanced penalties for DUI offenders, automatic revocation of driver's licenses for underage violators of drinking while driving, and statewide laser detection for law enforcement
  - Facilitated work of the Governor's Task Force on Driving Under the Influence (DUI), resulting in major legislative initiatives by the 2004 General Assembly
- **Restored financial management controls and customer-focus to the Department of Motor Vehicles (DMV)**
  - Appointed a new DMV Commissioner
  - Reopened the DMV service centers closed due to budget cuts
  - Improved the agency's financial management and performance – projected \$8.3 million deficit for FY 2004 now expected to be a surplus
  - Worked with agency to provide new service initiatives, including: license agents, mobile service centers and cyber Customer Service Centers
- **Implemented changes to driver licensing laws designed to increase homeland security**
  - Appointed expert panel to ensure "legal presence" law was implemented in a fair, equitable and cost effective manner
  - Law enacted with minimal disruption to customer service
- **Promoted intermodal transportation planning**
  - Developed framework for a comprehensive long-range multimodal plan (called "VTrans2025")

- Established coordination and cooperation between modal agencies through Policy and Technical Committees comprised of representatives from the various modal agencies
- Completed Phases 1 and 2 of long-range transportation plan as mandated by law
- Directed VDOT to implement bicycle and pedestrian policy to ensure fair treatment and funding of the modes.
- Transferred 8 positions from VDOT to DRPT to further institutionalize intermodal planning (contingent upon budget passage)
- Completed I-81 Rail Diversion Study which indicated that a \$492 million investment could divert 5% of truck traffic.
- Completed draft of first-ever Virginia Rail Plan
- **Improved operations of the Department of Aviation**
  - Obtained resolution to the issues surrounding the 2003 Aviation World's Fair
  - Increased efforts to identify and register airplanes located in but not registered in Virginia, resulting in an additional \$3.7 million (46%) in revenues between FY 2001 and FY 2002.
- **Improved agency management and financial reporting**
  - VDOT's "Report Card"
  - VDRPT's "Monitor"
  - DMV's "Monthly Financial Report"
  - Made adjustments to agency's budgets to properly align legislative appropriations with actual expenditures
- **Improved the Port of Virginia's infrastructure and capacity**
  - Issued bonds totaling \$190 million to make improvements to terminal infrastructure and replace less efficient capital equipment
  - Initiated build-out of Craney Island Marine Terminal to meet long-term cargo demand
  - Coordinated with APM Terminals (Maersk), the Secretary of Commerce and other stakeholders on the development of the Maersk terminal
  - Signed a Project Cooperation Agreement with the U.S. Army Corps of Engineers whereby the inbound shipping channel will be deepened from its current 45 feet to 50 feet, which will improve the port's ability to serve the world's largest ocean going vessels

- **Made significant progress on the Dulles Corridor Rapid Transit Project**
  - Completed the supplemental environmental impact statement
  - Completed negotiations with WMATA on WMATA's management services during Preliminary Engineering
  - Completed negotiations with the Dulles Transit Partners for a comprehensive agreement under PPTA
  - Final EIS expected in the Fall 2004
- **Streamlined processes at the Motor Vehicle Dealer Board**
  - Completed electronic system to process assignments and reports from field staff
  - Established email notification system for dealers
  - Established a dealer informational feature on the Web site to reduce telephone and mail inquiries
- **Supported major economic development initiatives**
  - Maersk
  - BI Chemical
  - Eli Lilly
  - I-81 Distribution Centers
- **Implemented numerous environmental and mobility initiatives**
  - Conforming Clean Air Plan for DC Metropolitan Area
  - Revisions to Clean Air Planning Process in DC Metropolitan Area
  - Governor's Congestion Relief Program
  - EZ Pass Interoperability
  - HOV Task Force, Legislation, and Enhanced Enforcement
  - Wilson Bridge Sound Wall
- **Revised PPTA Process, Management, and Criteria**
  - Signed 4 Comprehensive agreements (Rt. 28, Coalfields Expressway, Jamestown 2007, Rt. 58)
  - I-81 First Solicited and First Transparent PPTA Process--Comprehensive Agreement Now Under Negotiation
  - Dulles Rail First Transit PPTA Project--Comprehensive Agreement Under FTA Review
  - I-495 HOT Lanes First Value Pricing Project on East Coast--Under Advisory Panel Review
  - I-95/I-395 and Powhite Extension PPTA Proposals Under Review

## II Initiatives

- **Stay the Course**

- Continued push for management and financial reform within VDOT
- Continued push for increasing amount of federal funds and program flexibility to Virginia under new six-year Federal Reauthorization bill
- Continued advancement of Dulles Rail
  - Signing of comprehensive agreement with Dulles Transit Partners under the PPTA and obtaining approval from FTA appears imminent
  - Increased communications campaign
- Complete long-range multi-modal planning process (“VTrans 2025”) – Phase III
- Complete revisions to DC/VA/MD clean air planning process
- Continue I-81 improvements (Comprehensive Agreement, Tier I EIS, Federal Demonstration Funding)
- Rail and road improvements for new Maersk Terminal
- Craney Island – study for eastward expansion
- Virginia Capital Trail – bicycle-pedestrian trail from Richmond to Williamsburg
- Transportation Security – ongoing work
- Congestion Relief Initiatives in Northern Virginia and Hampton Roads

- **New / Reinvigorated Initiatives**

- Transportation Security
- Prudent Use of \$74M for rail under the Virginia Transportation Act of 2000
- Strategic Plan for Virginia’s Rest Areas – Funding Source from net revenues through new signage program
- Development of Adopt-a-Spot program
- Coordinated Statewide Litter Control Campaign
- Transportation Information Security-Privacy Initiative
- Hampton Roads and Northern Virginia HOT Network Studies

- **Policy Revision**

- Increase integration of Transportation and Land Use planning processes
- Limited road access policy incentives
- Strategic plan for Virginia rail network

- **Innovative Financing – Policy**
  - Develop/Refine Toll Policy – creation of task force to study policy
  - Revise PPTA Guidelines
- **Innovative Financing – Projects**
  - I-495 Comprehensive Agreement and ROD under NEPA
  - I-95 / I-395 Comprehensive Agreement and EIS under NEPA
  - Coalfields Expressway Funding Agreement
  - Develop/Implement Route 58 Funding Strategy